

## Conflict Management Styles and Staff' Job Satisfaction at Organization

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### Abstract

One of the main organizational factors among staffs job satisfaction. This inner feeling assumed as basic factor that emerged by various elements at workplace. According to the different role of elements that effect on job satisfaction, organization's managers should be consider the correct styles of management. In reality, lack of consideration to this human need leads to appear various abnormal behaviors at organization. The main purpose of present literature review is focused on the vital role of conflict management styles on job satisfaction among staff and also examines relationships between conflict management styles and job satisfaction at workplace. In reality, momentous regard should be dedicated the accurate management styles at organization. Correspondingly, the precise management styles as external element have noticeable role on job satisfaction at organization because each of these styles can advance the obligation of staff toward organization. The current initiative is about improving job satisfaction among staff and finding exact management style which is one of the central parts of organization progress.

**Keywords:** conflict management styles, job satisfaction, staff, organization

### Introduction

Currently organizations play great role among individuals. Moreover, presence of staff as human resources in these places is very vital that should be considered by managers of organizations. According to the important role of staff in organizations, distinguishing operative elements can be noticeable in advancing of organization (Zeinalipoor, Akbar, & Fini, 2014). One of the principle elements which can be so considerable is job satisfaction and should be support by managers of organizations (Wegge, Schmidt, Parkes, & Dick, 2007). The presence of job sat-

isfaction among staff assumed as positive factor that improve and increase level of organization outcome (Tazekand, Nafar, & Keramati, 2013). Furthermore, providing this positive internal feeling depends on various elements and can be placed in highest and lowest levels. Finding operative elements by managers of organization is so important (Slabbert, 2004). Because lack of attention to job satisfaction as basic human needs leads to some organizational abnormalities and insufficient reactions at workplace (Dhanapal, Alwie, Subramaniam, & Vashu, 2013). Besides, applying effective elements that leads to job satisfaction is very essential.

One of the key elements that have great contribution in the amount of job satisfaction among staff is management styles. In fact, employing accurate styles of management can be effective in forming of job satisfaction. One of the important managerial and organizational behaviors is conflict management styles that should be performed by managers. The conflict management styles included five main styles such as competing, collaboration, compromising, avoiding and accommodation. Indeed, each of these styles has separately consequence on job satisfaction (Farhangi, 2008; Slabbert, 2004). Based on imperative role of job satisfaction amongst staff at organizations and influence of several factors such as management styles on it, this literature review focused on role of styles of conflict management and also examines their results on the amount of job satisfaction of staff at organization.

#### *Presence of Job Satisfaction among Staff*

Based on brilliant role of organization in society, consider to organization as main commercial and economic part of society is very central (Greif, 1994). Hence, satisfying human resources has great contribution in increasing or decreasing the amount of organization's outcomes and leads to appreciable performance at work environment. According to the statute of staff at organization, there are several elements that have positive effect on staff performance. One of these positive elements is job satisfaction (Ayodele & Olorunsola, 2012). Job satisfaction is one of the principal inner feelings that has direct association with attitude and behavior of staff and conducts way of their performance at workplace (Azizi,

Ghytasivand, Fakharmanesh, 2012). In fact fully, the presence of job satisfaction amongst staff depends on different elements and improved by them (Alam, 2009). Job satisfaction refers to staff feeling toward their job and workplace that influenced by internal and external factors and formed by these factors in various levels (Ahsan, Abdullah, Gun Fie, & Alam, 2009). In 2012, Maharjan explained that job satisfaction assumed as organizational feeling that should be considered through organization's managers and provide suitable condition for developing this human need.

According to the principle role of job satisfaction Herzberg's motivation-hygiene theory one of oldest and main theory in this area referred to job satisfaction as basic human needs that influenced by different elements and determined it in first level of human needs (Herzberg, 1964). Also, this theory followed Maslow theory that focused on job satisfaction. In fact, the job satisfaction as primary need improves other needs and increases their levels. On the other words, this fact depends on other elements that effect on inner feeling of staff and lead to job satisfaction at workplace (Fatimah, Amiraa, & Halim, 2011; Tan & Waheed, 2011).

#### *Role of Conflict Management Styles at Organization*

Conflict management styles assumed as a main factor in organization and has operative role in the amount of managers performance and organization products (Copley, 2008). In addition, most of managers endeavor to obtain

superior situations for having tactful process and acceptable relations with staff at organization (Deh Bozorgi & Hadaegh, 2006). In reality, conflict emerged by various abnormal behaviors between managers and staff that conduct their relation at organization (Spaho, 2013). In truth, the conflict is a kind of battle between manager and staff for various goals and reasons. According to various issues that appear in organization, discover satisfactory management styles can be conducive solution for central goals at organization (Hou Molina, Sawahata, & Deang, 2005). In 2000, Zartman explained that conflict management as noticeable factor at organization and generate different reactions in managers' behavior and performance. The management itself is a serious purpose at organization and conflict management styles' usage are vital factor for getting the high level performance and throwaway deductive aspects. On the other word, lack of consideration to the conflict management styles as fundamental managerial part leads to insufficient behavioral reactions among managers (Cropanzano, Rupp, Mohler, & Schminke, 2001). Additionally, these styles lead to low level of job satisfaction, absenteeism, mental and physical exhaustions (Mansoor, Fida, Nasir, & Ahmad, 2011).

In general, conflict management comprised five main styles that each of them has separate influence on managers' behavior and performance at organization (Kinnander, 2011). These styles involved collaboration, accommodation, competing, avoidance and compromising (Farhangi, 2008). The collaboration style mentions to share operative information and

gaining acceptable solution way between manager and staff at organization (Copley, 2008). Accommodation style as another style refers to difficulties that occurred at organization and emphasizes to provide overall satisfaction at workplace. Another conflict management style is competing, that influence on accepting one situation that commonly order by managers. The style of Avoidance refers to rejecting any responsibility and leaving locations without any conversation and also compromising mentions any kind of negotiating between manager and staff and obtaining the acceptable solution (Tong&Chen, 2008).

In fact fully, each of these styles has numerous outcomes on organization and managers' behavior. Indeed, applying accurate styles by managers leads to develop of organization and create job satisfaction among staff (Behfar, Peterson, Mannis, & Trochim, 2008). Consciousness about the correct styles offers proper field for working and reduces negative feelings toward work among staff (Kavousi, 2008).

#### *Relationships between Job Satisfaction and Conflict Management Styles*

There are several factors that influence on job satisfaction of staff at organization. These factors divided in two main groups which considering to each of these groups is very essential. These groups are internal and external factors. Furthermore, considering to each of them is pretty necessary and can improve organization condition, noticeably (Clark, Kotchen, & Moore, 2003; Eslami & Gharakhani, 2012).

One of the basic factors in organization is kind of management that should be considered by managers. Indeed, they should have enough ability to manage their affairs and relations with other staff. Because lack of attention and knowledge toward management leads to emerging conflict in interpersonal relation. In fact, the presence of conflict management styles assumed as one of principle factors that managers should be attention about them (Buckley, 2004). This organizational behavior included five major styles that each of them has great role on the level of relation between managers and staff. In reality, each of these styles determined their relation and result on the amount of staff feeling toward their job. According to various effects of management styles and recognizing creative role of them on organizational relation can be useful for improving and increasing the level of job satisfaction among staff. Based on previous studies, the collaboration has effective role in the amount of job satisfaction (Graham, 2009). As matter of fact, applying this styles show amount of managers tendency toward organization affairs and his or her responsibilities. In truth, applying accurate styles lead to appear positive atmosphere and relation between managers and staff and also increase level of organization outcome (De Dreu, Van Dierendonck, & Dijkstra, 2004).

On the other hand, presence of this situation and applying precise styles need to educated and familiar managers with styles of management at organization. In fact fully, the educated managers have high level of ability in managing of affairs.

In truth, knowing needs of staff is so imperative and can be helpful in their performance. To sum up, presence of job satisfaction among staff have great role in organization's outcome (Gray & Starke, 1984).

## Conclusion

One of the major difficulties of staff is the presence of low level of job satisfaction, regarding to the significant population of staff in the organization, lack of consideration to this basic human need leads to numerous problems at organization. Inappropriate style of management style is main problem in each organization. The most significant abnormal response to insufficient style is low level of job satisfaction that appears among staff at organizations and decreases the amount of their tendency and performance. The main role of managers is categorizing the accurate style of conflict management based on diverse states that they face with them.

Most of managers do not have enough cognizance and aptitude to providing acceptable atmosphere among staff and apply precise style at organization; Therefore, the organizations need to have educated and conscious managers for improving situation and managing affairs in organization. The present literature review mentions the necessity awareness of managers by the rules of managing and applying accurate style of management to obtain high level of job satisfaction among staff.

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